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Army Performance Improvement Criteria - APIC Training Module 16

"Category 4 – Measurement, Analysis, and Knowledge Management"

The Details of the Criteria

Category Four: Measurement, Analysis, and Knowledge Management

- This week's TMT continues the details of APIC with Category Four – Measurement, Analysis, and Knowledge Management, item 4.1

- We encourage you to keep and consolidate these training modules for future reference.

Category Four: Measurement, Analysis, and Knowledge Management

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- The Measurement , Analysis, and Knowledge Management Category examines *How* your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets. Also examined is *How your* organization reviews its performance.

- The Measurement, Analysis, and Knowledge Management Category is comprised of two “Key Performance Areas” that we refer to as KPAs.

  - **4.1 – Measurement, Analysis, and Review of Organizational Performance**

  - 4.2 – Information and Knowledge Management

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4.1 addresses: How do you measure, analyze, and review organizational performance?

- It asks us to describe how our organization measures, analyzes, aligns, reviews, and improve its performance data and information at all levels and in all parts of your organization.

- Measurement, Analysis, and Review of Organizational Performance (4.1) has two sections (areas to address) that ask us a series of questions related to:
  - 4.1a. Performance Measurement
  - 4.1b. Performance Analysis and Review

Category Four: Measurement, Analysis, and Knowledge Management (4.1)

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4.1a Performance Measurement questions ask:

(1) How do you select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational performance, including progress relative to strategic objectives and action plans? What are your key organizational performance measures? How do you use these data and information to support organizational decision making and innovation?

(2) How do your select and ensure the effective use of key comparative data and information to support operational and strategic decision making and innovation?

(3) How do you keep your performance measurement system current with business needs and directions? How do you ensure that your performance measurement system is sensitive to rapid or unexpected organizational or external changes?

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4.1b Performance Analysis and Review questions ask:

(1) How do you review organizational performance capabilities? How do your senior leaders participate in these reviews? What analysis do you perform to support these reviews and to ensure that conclusions are valid? How do you use these reviews to assess organizational success, competitive performance, and progress relative to strategic objectives and action plans?

(2) How do you translate organizational performance review findings into priorities for continuous and breakthrough improvement and into opportunities for innovation? How are these priorities and opportunities deployed to work group- and functional-level operations throughout your organization to enable effective support for decision making? When appropriate, how are the priorities and opportunities deployed to your suppliers, partners, and collaborators to ensure organizational alignment?

Category Four: Measurement, Analysis, and Knowledge Management (4.1)

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We ask that you look over each of these questions and establish in your mind or on paper what you think the answers are.

These will be similar questions that you will be asked during the APIC/ACOE On-Line Survey later this summer or fall.

More Information about the Army Performance Improvement Criteria and the
"APIC" website can be found at:

www.hqda.army.mil/leadingchange/